

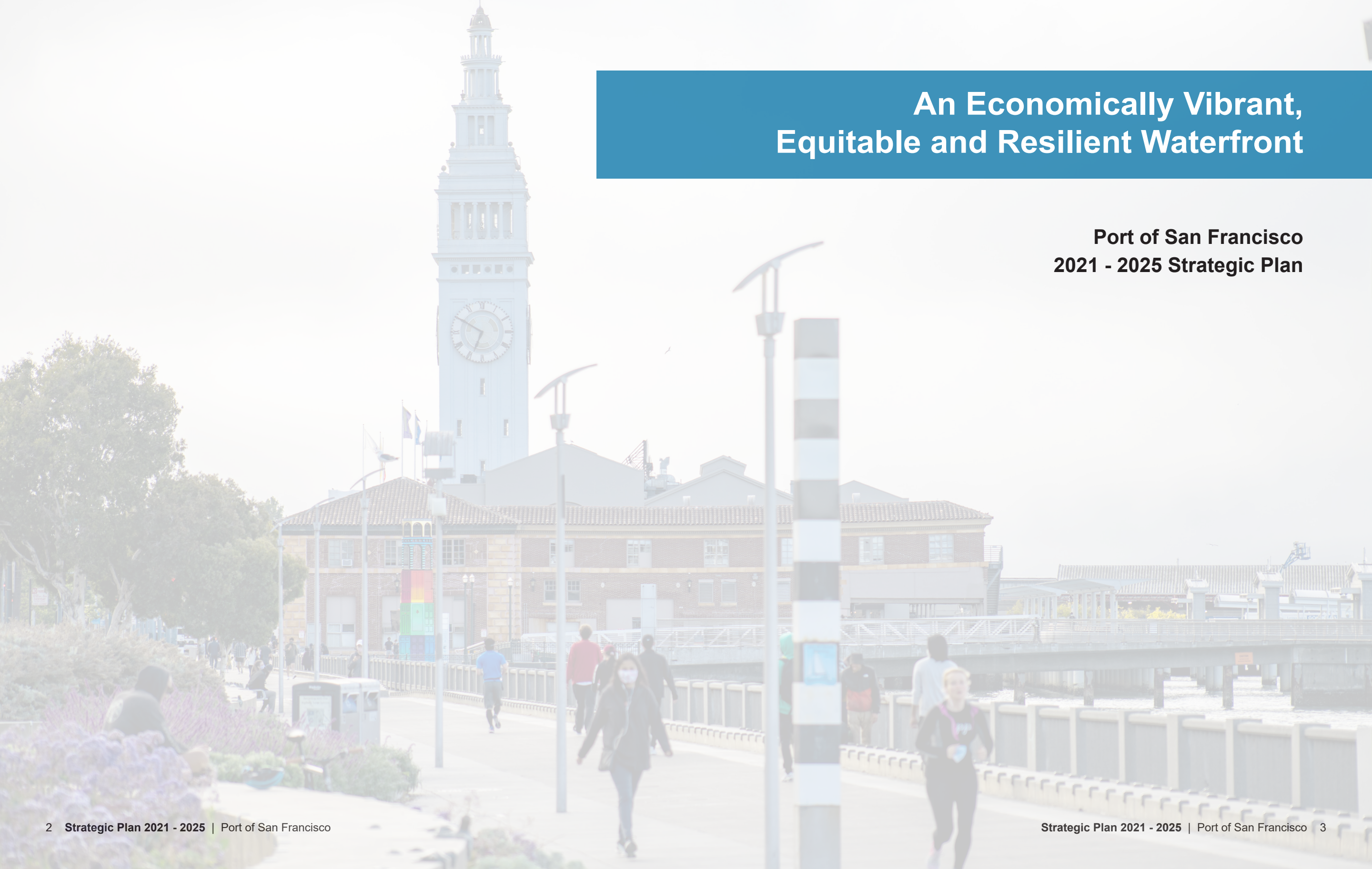
# Strategic Plan

2021 - 2025



**Port of San Francisco**





# An Economically Vibrant, Equitable and Resilient Waterfront

**Port of San Francisco  
2021 - 2025 Strategic Plan**



# Who We Are

The Port of San Francisco is a public enterprise agency of the City and County of San Francisco, responsible for 7.5 miles of waterfront from Hyde Street Pier in the north to India Basin in the south. The Port develops, markets, leases, administers, manages, and maintains over 1,000 acres of land. This land along San Francisco's waterfront adjacent to San Francisco Bay includes two National Register Historic Districts, hundreds of small businesses, nearby housing, maritime and industrial uses, and many of the region's most popular open spaces and attractions. The Port's jurisdiction also includes important regional and citywide assets, including transportation networks like BART and Muni, critical utilities including drinking and wastewater, and key emergency response facilities.

The Port generates revenue from leasing space within piers, bulkhead buildings, other structures, and land and water areas. Within these facilities, revenue is generated from over 500 businesses which enable the Port to support its State mandated mission. From small, family-owned businesses to the world's finest cruise ships, the Port is part of the economic backbone of the City and State of California.



# The Strategic Plan

The Strategic Plan sets the projects, programs, partnerships, and stewardship work for the next five years. The Port's work program outlined in the Strategic Plan takes direction from the Port's 10-Year Capital Plan, which provides an assessment of capital needs and available resources, the Waterfront Plan which provides goals and policies for long-term use and improvement of Port property, City Policies, the Burton Act, and the Port's current and unprecedented financial outlook.

Port staff will employ the Strategic Plan to set operational goals, determine actions, and mobilize resources that will address current challenges, and continue to maintain and improve San Francisco's diverse and vibrant waterfront.



# Our Mission

The Port of San Francisco manages the waterfront as the gateway to a world-class city, and advances environmentally and financially sustainable maritime, recreational and economic opportunities to serve the City, Bay Area region, and California

# Our Vision

Deliver vibrant and diverse waterfront experiences that enrich the City and San Francisco Bay







# Strategic Goals

The Port will realize its Mission and Vision and address its challenges through seven goals.

## Economic Recovery

Develop and implement strategies to address the economic impacts of the COVID-19 pandemic and stabilize the Port’s financial position during an expected five-year recovery period.

## Economic Growth

Grow business portfolio to create an economically successful and vibrant waterfront.

## Equity

Create a diverse, equitable, and inclusive organization and waterfront, and empower Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices.

## Resilience

Reduce seismic and climate change risks to protect the waterfront, City neighborhoods and infrastructure.

## Sustainability

Advance environmental stewardship to limit climate change and protect the Bay.

## Evolution

Evolve the waterfront to respond to changing public and Port needs.

## Engagement

Engage constituents and public on Port functions and activities.



# Economic Recovery

*Goal: Develop and implement strategies to address the economic impacts of the COVID-19 pandemic and stabilize the Port's financial position during an expected five-year recovery period.*

**Tenant Recovery.** Work with tenants continuing to struggle from COVID-19 economic impacts and attract new activities to ensure an economically vibrant waterfront.

**Activation.** Implement policies and programs that attract diverse communities and activate the waterfront.

- Use the pool of qualified respondents to the Pop-Up RFQ, including concepts for community festivals, concerts, specialty food, and markets, to activate the waterfront.
- Ensure a safe return of maritime operations including cruise, excursions, and ferries to pre-pandemic ridership numbers by 2025.

**Leases.** Ensure tenant lease compliance, renewal, and/or termination by 2023.

- Carry out Port Commission-reviewed, criteria-based settlement options to bring delinquent tenants back into good standing.
- Deploy Port Commission-approved leasing incentives to current and new tenants to improve their ability to recover and pay full rent in the future.

**Targeted Activation.** Implement economic strategies in waterfront neighborhoods and facilities to create dynamic communities along the waterfront.

**Fisherman's Wharf.** Partner with tenants to offer authentic Fisherman's Wharf and San Francisco experiences to activate the area.

- Continue to support off-the-boat fish and crab sales.
- Connect with tenants to encourage business reopening.
- Partner with tenants on community benefit considerations in 2022 to increase visitors and activation of the area.
- Ensure safe and inviting public access to waterfront recreation and natural resources through management of the pilot Mobile Vending Program.

**Parks and Open Space.** Build on the popularity and people's enjoyment of waterfront outdoor spaces.

- Collaborate with community organizations to develop and implement activations in parks and open space to attract diverse communities to the waterfront.
- Deliver Building 49 improvements by successfully negotiating a lease with the YMCA by 2022 and achieving groundbreaking by 2023.
- Hire new parks and open spaces property manager by 2023.

**Enterprise Economic Recovery.** Develop and implement strategies to: reduce projected deficits in fiscal year 2025 and beyond; support staff; and increase organizational efficiency to sustain and improve delivery of key services.



**Resource Allocation.** Set staff and consultant resources to develop and drive proposals to generate revenue, reduce costs, and uncover operational and systems inefficiencies which hamper staff productivity.

- Hire new position in 2022 to create an interdivisional collaboration infrastructure and support development and implementation of economic recovery initiatives.

**Stakeholder Engagement.** Collaborate with internal and external stakeholders to prepare economic recovery strategies for implementation.

- Plan and implement key technology projects, including replacement of the enterprise asset management system by 2024 replacement of the lease pipeline system in 2022; implementation of the PropWorks space module by 2023; and upgrading GIS to facilitate improved maintenance of Port assets in 2022, to provide better tools for property leasing and improve access to information about Port facilities.
- Support an equitable workplace and resilient employee community that deliver excellent services by adding a human resources analyst to act as an employee ombudsman to support employee growth.

**Project Management.** Prepare an Economic Recovery Plan in 2022 that identifies key initiatives including benchmarks and tracking of initiatives and financial performance.

- Produce monthly reporting to guide and assess economic recovery initiatives.
- Evaluate existing financial policies and propose to the Port Commission new or revised policies to ensure prudent financial management.

**Initiatives.** Select at least three economic recovery initiatives in 2022 for implementation that combined generate \$3 million of ongoing revenue enhancements and/or cost savings.

- Restore annual capital investment to meet the Port Commission capital policy by Fiscal Year (FY) 2026-27.
- Develop and implement a cost allocation plan to apportion administrative overhead costs to non-Harbor Fund sources.

**Funding.** Work with Federal and State delegation in 2022 to secure Federal Infrastructure grants and State funding for targeted capital investments that advance maritime business, reduce earthquake and floods risks, and protect key facilities for the public.

- Identify capital projects that meet key Port needs including revenue generation and reductions to deferred maintenance that will compete successfully for federal and state grants.
- Prepare capital projects, including Cargo Way resilience and Pier 50 seismic improvements, to compete effectively for grant funding by doing planning, pre-design and initial outreach.
- Procure services of a grant writer in 2022.



A fisherman on a boat is pulling a large white net filled with fish. The net is suspended by ropes and a pulley system. The fisherman is wearing a blue jacket and a cap. The background shows the ocean and the sky.

# Economic Growth

*Goal: Grow business portfolio to create an economically successful and vibrant waterfront.*

**Maritime Portfolio.** Advance the maritime business to increase revenue and activity.

**Cargo.** Maximize cargo opportunities at the deep-water cargo terminals.

- Develop and implement a focused marketing strategy in collaboration with the Port's terminal operators to attract various types of cargoes.
- Grow cargo volumes within 10% of previous three-year throughput average.
- Seek grant funding for cargo terminal capital improvements.

**Cruise.** Evaluate facilities to support the Port's expanding cruise business.

- Collaborate with key stakeholders to identify and electrify a secondary cruise berth.
- Identify capital improvements at Pier 27 to improve operational efficiencies.
- Host ten cruise calls at Piers 30-32 in 2022.

**Pier 70 Shipyard.** Identify maritime opportunities for revitalizing select parcels at the Shipyard.

- Create leasing opportunities that attract light maritime industrial uses.
- Develop a leasing strategy for historic landside buildings.
- Promote interim and long-term berthing at the facility.
- Grow interim leasing revenues within 10% of previous three-year average.

**Piers 80-96 and Backlands.** Pursue Federal and State grants to investigate site improvements to increase lease-ability by 2025.

- Perform study to determine the preferred approach to dealing with subsidence at the Pier 80 cargo terminal with \$750K allocation in FY 2022-23 budget.
- Begin design process to ensure Piers 94-96 are resilient to earthquakes for shorelines and wharf structures and utilities.
- Seek grant funding for trucker infrastructure improvements by 2024.

**Commercial Fishing Industry.** Preserve and enhance commercial fishing at Fisherman's Wharf and Hyde Street Harbor.

- Maintain an annual berth occupancy rate of 80%.
- Expand the retail fish sales policy by 2023.
- Seek grant funding for harbor infrastructure improvements by 2024.
- Identify capital improvements at Pier 45 to improve operational efficiencies.

**Water Transportation.** Expand the Port's water transit system and promotion of water transit.

- Identify strategic locations that advance water transportation along the waterfront (e.g. Pier 70 Development).
- Continue to support regional system growth and identify opportunities for collaborative funding strategies.
- Deploy new marketing strategies that promote water transit along the waterfront by 2023.
- Collaborate with industry stakeholders to return ferry ridership to pre-pandemic levels of over 5 million passengers annually by 2025.



**Property Portfolio.** Increase Port leasing revenue to pre COVID-19 pandemic levels and beyond by 2025.

**Building Improvements.** Invest stimulus dollars in facilities to increase property marketability and rents.

**High-Impact Opportunities.** Utilize Port land efficiently.

- Complete proposed transfer of select property to appropriate City departments for near-term revenue.

**Diversify Portfolio.** Use increased marketing efforts and targeted building improvements to attract tenants in various industries that will perform well through economic cycles by 2023.

**Occupancy Rate.** Maintain equal to or greater than market benchmarks in comparable sectors annually.

**Marketing.** Backfill key leasing and marketing positions in 2022 to increase property occupancy.

**Historic Facilities.** Work with private partners to activate, restore, rehabilitate, and protect Embarcadero Historic District piers and other buildings for maritime and public spaces and use profitable development such as office, retail, and restaurant to fund improvements.

**Projects.** Devise financially feasible projects, put them out to bid, and select partners for at least six facilities for rehabilitation that incorporates resilience and equity benefits by 2026.

**Partnerships.** Select partners using criteria that highly-rank teams with strong equity records and experience delivering programs with maritime, resilience, and public space activation uses.

**Benefits.** Deliver public enjoyment, resilience, maritime, and historic rehabilitation benefits for Piers 38-40 and Seawall Lot 330 and Piers 30-32 projects by 2025 through 2027.

**Financing.** Collaborate with partners on securing historic tax credits, green bonds, and other public and private funding sources.

**Exceptional Places.** Advance sustainable and mixed-use developments and other key projects to create diverse and resilient communities for future generations.

**Mission Rock.** Partner with developer to advance waterfront community.

- Obtain City approvals for Phase 2 by 2023.
- Complete Phase 1 buildings and all public improvements by 2024.
- Facilitate the construction and operation of the district-scale recycled water plant for parks irrigation and other uses by 2024.

**Pier 70.** Partner with developer to remove obstacles in order to break ground on vertical projects for example, by adjusting use definitions to allow for life science users by 2022.

**Parcel K North.** Partner with developer to build new open space at 20th and Illinois Street and new Michigan Street by 2025.

**Teatro ZinZanni.** Partner with developer to build a new home for entertainment venue, including a 280-seat performance “Palais Nostalgique”, a new boutique hotel, and 14,000 square foot park.

- Coordinate building permits with City agencies in 2022.
- Close escrow on lease construction by 2023.

**City Legislation.** Assist City in accepting streets and utilities at Pier 70 and Mission Rock in 2022.

**Financing Tools.** Use Pier 70 and Mission Rock Infrastructure Financing Districts and historic tax credits to fund capital improvements by 2024.

**Public Bonds.** Issue first Community Facilities District bond for Pier 70 by 2023 and continue to issue bonds in consultation with the City to advance project.

**Capital Projects.** Use American Rescue Plan Act (ARPA) stimulus funding and Port capital funds to deliver \$60 million of funded capital projects by June 2024.

**ARPA Projects.** Complete improvements with stimulus funds on facilities including:

- Heron’s Head Park Shoreline Improvements
- Pier 29-1/2 Parking Exhaust System
- Pier 50 Seismic Assessment and Retrofit Pre-Design
- Pier 80 Piling and Fendering Upgrade
- Pier 80 Subsidence Rehabilitation Study
- Roundhouse 2 Building Envelope Improvements

**Partnerships.** Partner on construction projects to become an “Owner of Choice” and win at least one San Francisco Partnering award per year.

**Local Business Opportunities.** Provide construction opportunities for Local Business Enterprises (LBE).

- Identify scopes of work within large construction projects for LBE contractors.



# Equity

*Goal: Create a diverse, equitable, and inclusive organization and waterfront, and empower Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices.*

**Inclusion and Belonging.** Cultivate a work environment that celebrates diversity of staff and their contributions to the organization.

**Celebrate Diversity.** Acknowledge and recognize cultural celebrations to foster open-mindedness and respect for other cultures.

**Identity Expression.** Create and review existing policies and practices that promote inclusion of BIPOC, women, people with disabilities, LGBTQIA+, and other historically marginalized groups.

- Create public material guidelines to ensure renderings, presentations, brochures, and calendars are reflective of all groups.
- Create accessibility protocols for public meetings, events, and communications.
- Support affinity groups prioritizing historically marginalized communities.

**Equity Education.** Increase organizational understanding of equity, with a strong focus on racial equity.

- Provide racial equity and gender bias training for staff.

**A Diverse Organization.** Establish racially diverse and inclusive leadership within the Port.

**Development.** Provide professional development opportunities to support promotion.

- Implement and refine mentorship program to support staff belonging to groups that are underrepresented in leadership.
- Continue training opportunities investment for staff in the annual budget.

**Accountability.** Ensure leadership support of diversity, equity, and inclusion efforts that results in a more inclusive and equitable organization.

- Evaluate staff demographics and set goals annually to improve diversity through hiring and recruitment.
- Establish individual Diversity, Equity, and Inclusion (DEI) goals and/or commitments to be included, reflected, and recorded in leadership performance reviews to foster an inclusive and equitable Port culture.

**Equitable Recruitment, Hiring, and Retention.** Improve processes to achieve a diverse workforce reflective of historically underrepresented groups

**Diverse Recruitment.** Conduct targeted and intentional outreach and engagement to increase racially diverse hiring pools.

- Advance an engagement diversity strategy for hiring at all levels, focusing on underrepresented groups including Latinx people.



- Increase outreach to Bay Area community based and national BIPOC organizations by 20 percent.
- Participate in quarterly City recruitment and BIPOC community engagement activities to diversify the pool of applicants for Port jobs.
- Determine feasibility for Pier 70 Shipyard Repurposing Concept as a Regional Maritime Trades Training Center.

**Hiring Pipeline.** Formalize diverse and equitable paid internship, fellowship, pre-apprenticeship, and apprenticeship programs.

- Leverage City programs to hire at least ten summer interns from historically under resourced neighborhoods.
- Host trade pre-apprenticeship programs and apprenticeship fairs annually.
- Increase Human Resource staff to support hiring, retention, and advancement of Port staff.

**Fair and Equitable Standards.** Ensure standardize discipline procedures and corrective actions that result in equitable treatment of employees.

- Track disciplinary actions and separations to analyze data for trends and biases adversely affecting BIPOC employees.

**Retain Talent.** Improve processes for retaining and promoting employees.

- Hire Ombudsperson position to support staff on skills development, training, promotion opportunities, and career advancement.
- Undertake annual succession planning for each division.
- Improve onboarding process for all new staff.
- Improve Human Resources transparency through more effective communications and engagement
  - » Communicate arrival of new staff and promoted staff organization-wide and within each division.
- Ensure all managers receive training to improve their ability to supervise staff.

**Connect Resilient Communities to Waterfront Open Space.** Increase activation in Port parks and open space for historically underrepresented communities.

**BIPOC Partnerships.** Increase outdoor recreation opportunities for underrepresented communities through partnerships that outreach to BIPOC community-serving organizations.

**Investments.** Improve waterfront open space by seeking and planning for city, state, and federal funds.

**Real Estate and Leasing Opportunities.** Ensure equal access to opportunities, particularly for BIPOC owned and local business enterprises.

**Community Benefits.** Ensure local communities that are impacted by waterfront development share in economic prosperity.

- Encourage use of BIPOC tenants, sub tenants, or suppliers in development community benefits agreements.
- Host and or sponsor annual Local Business Enterprise (LBE) workshops and open houses for ongoing access to resources and knowledge.

**Leverage City Resources.** Utilize existing City programs to support Port tenants and small businesses.

- Establish a formal relationship with the Office of Small Business to identify and assist small businesses seeking waterfront real estate.

**Contract Opportunities.** Increase the number of businesses from economically disadvantaged neighborhoods competing for contracts.

**Engage.** Outreach to businesses and trade organizations quarterly to increase awareness of opportunities.

**Assist.** Provide technical assistance to businesses as needed to increase the pool of available locally based workers for Port tenants and contractors to hire.

**Outreach.** Conduct outreach and education that results in ten firms from historically under-resourced communities referred to the City's LBE program annually.

**Exceed.** Continue to exceed the Mayor's 40% LBE goal annually.

**Fund.** Partner with City and community benefit organization programs that support minority contractors through investment and engagement, such as workshops to develop new LBEs and LBE business capacity.



# Resilience

*Goal: Reduce seismic and climate change risks to protect the waterfront, City neighborhoods and infrastructure*

**Waterfront Resilience.** Collaborate with City department partners, regional agencies, community based-organizations, tenants, public, and other stakeholders in resilience planning and implementation.

**Early Projects.** Deliver on the promise to voters to improve waterfront earthquake and flood resilience.

- Advance 11 Embarcadero Early Projects through early stages of predesign in 2022 and advance some of these projects to conceptual design in 2023.
- Advance the remaining 12 Embarcadero Early projects through discussion with City department partners, Port tenants, and other stakeholders to align with Port and City capital plans.
- Prepare bidding opportunities for final design and construction for the earliest Proposition A funded project(s) by 2024.
- Identify Southern Waterfront early projects in 2023, with a focus on Pier 50, Pier 80 and Piers 92-96.

**Funding.** Identify multiple funding sources to implement resilience improvements along 7.5 miles of waterfront.

- Work with the City's Capital Planning Committee to develop a Waterfront Safety Bond for consideration by voters in 2026.
- Seek State funding opportunities.
  - » Advocate for state legislation to capture the State's share of Tax Increment from Port infrastructure financing districts to incentivize private investment.
  - » Advocate for funding in the 2023 State budget to fund sea level rise adaptation.
  - » Apply for state competitive grants to fund public engagement, planning, and design and construction of resilience improvements to Port property and streets and infrastructure serving Port property.
- Identify new federal sources of climate resilience funding.
  - » Find sources targeted to assist disadvantaged communities such as those in proximity to Port property.
  - » Apply for federal competitive grants to fund public engagement, planning, and design and construction of resilience improvements to Port property and streets and infrastructure serving Port property.

**Risk Analysis.** Conduct seismic and flood risk analysis.

- Finalize the Southern Waterfront Earthquake Assessment in 2022.
- Prepare facility-specific seismic analysis for key Port assets in 2022.
- Complete flood analysis and associated economic analysis of Port and City assets with the United States Army Corps of Engineers (USACE) in 2022.



**Adaptation Strategies.** Develop waterfront adaptation strategies to guide waterfront resilience long-term efforts.

- Work closely with City department partners and regional and private entities who own and manage infrastructure along the waterfront, to develop draft waterfront adaptation strategies that address seismic and flood risk in 2023.
- Seek robust public and decision-maker engagement to identify a preferred plan for coastal flood defenses by summer 2023.
  - » Engage with public, Port Commission, and other City Boards and Commissions about adaptation process and high-level strategies.
  - » Develop and implement public and decision-maker engagement strategy, including kick-off at Port Commission, to get feedback on adaptation alternatives towards selection of a preliminary preferred alternative.
  - » Develop and implement public and decision-maker engagement strategy to get feedback on and select a locally preferred adaptation strategy, including but not limited to consideration for endorsement by the Port Commission and Board of Supervisors.
- Implement a strategy for workforce development and Local Business Enterprise outreach in 2023 for upcoming resilience job and contract opportunities.
- Develop an equity assessment tool by 2022 to evaluate adaptation alternatives based on equity criteria.
- Initiate efforts to streamline permitting for Early Projects and commence environmental review for Early Projects and the preferred waterfront-wide adaptation strategy by 2023.
- Implement the Ecological Seawall pilot in 2022.
- Collaborate on updates and monitoring of the City's Hazard and Climate Resilience Plan.
- Scope and seek funding for next phase of planning and design development, including Embarcadero Resilience Master Plan and Resilient Islais Creek Streets, Rail, and Infrastructure Master Plan.

**San Francisco Waterfront Coastal Flood Study.** Work with the Army Corp of Engineers (USACE) to complete the Flood Study.

- Develop and select a Tentatively Selected Plan to reduce coastal flood risk by mid 2023.
- Conduct a National Environmental Policy Act analysis of the project Plan and options by 2025.
- Obtain a recommendation from the USACE Chief of Engineers to Congress by 2026.

**Tenant Resilience Improvements.** Advance waterfront resilience through leases.

**Partnerships.** Achieve Port Commission approval of financial terms for at least one public-private partnership that will improve seismic and flood resilience for the life of the proposed lease by 2022.

**Multi-benefit Capital Projects.** Include resilience improvements in capital projects through 2025 and beyond, subject to funding constraints in the Port's capital plan.

**Training.** Plan and perform disaster response training through Incident Command Center and Management Assistance Team training in 2022 and 2023.



# Sustainability

*Goal: Advance environmental stewardship to limit climate change and protect the Bay.*

**Sustainability Framework.** Develop a Sustainability Framework and update the Port's Climate Action Plan to achieve net-zero greenhouse gas emissions for Port operations by 2050.

**Electrification.** Amend Port Green Building code in 2021 to require new construction to be all electric by 2022.

**Water.** Use City's capacity measurement tool in 2021 to reduce waste generation by 15% and waste disposal by 50% by 2030.

**Transportation and Equipment.** Convert vehicle fleet to be emission-free.

- Develop a plan in 2021 to convert 20% of fleet by 2024.
- Pilot a hydrogen fueling station for ferry and vehicle use by 2025.
- Lease three sites to charge 30 electric vehicles by 2022.

**Power.** Prepare a plan to convert Port facilities from natural gas to electric by 2022.

**Internal Practices.** Inform staff of sustainability practices quarterly through the monthly internal newsletter beginning in 2021.

**Building Code.** Update sustainability policies in Port Building Code tri-annually (2022).

**Development Proposal Requests (RFP).** Require sustainability framework policies be included in development RFPs.

**Bay Health.** Protect the Bay and its ecosystems.

**Natural Infrastructure.** Implement nature-based shoreline stabilization and improvement projects and complete the Heron's Head Park Shoreline Project by 2023.

**Biodiversity.** Maximize use of Bay Area native plants in landscaping.

- Quantify current native plant landscapes in 2021.
- Prepare design guidelines for biodiversity in 2022.

**Urban Forest.** Improve tree health by using GIS to inform maintenance practices by 2022.

**Under Pier Utilities.** Develop a plan in 2022 to move utilities to above deck locations.

**Pile Driving.** Upgrade pile driving equipment to support the transition from wood to other sustainable materials by 2022.



# Evolution

*Goal: Evolve the waterfront to respond to changing public and Port needs.*

**Waterfront Plan.** Complete the Port's long-term vision for the use of Port lands.

**Environmental Review.** Complete environmental review of Draft Plan in 2022.

**Plan Adoption.** Present the Plan to the Port Commission for adoption in 2022.

**Embarcadero Historic District.** Support pier rehabilitation through leasing and development per the Plan's Public Trust Objectives.

**Transportation Coordination.** Coordinate with City and regional agencies to improve access to the waterfront.

**Safer Embarcadero.** Collaborate with SFMTA to create a safer Embarcadero.

- **Near-Term Actions.** Implement changes that can improve safety between Broadway and North Point Streets and between Folsom and Townsend Streets in 2022.
- **Embarcadero Enhancement Program (EEP)** Work with Port tenants, development partners and public to increase safety along The Embarcadero for all transportation modes, implementing bicycle and pedestrian safety improvements between Mission and Broadway Streets in 2022.
- **Embarcadero Southern Segment.** Work with pier development partners and the public to plan and design EEP bicycle and pedestrian safety improvements between Folsom and Townsend Streets by 2022.
- **Promenade Management.** Develop and implement measures on the Embarcadero Promenade that reduce pedestrian and wheeled vehicle conflicts in 2021.
- **Scooter and Bicycle Rentals.** To further sustainable and efficient personal transportation alternatives, update SFMTA license and use agreements in 2021.

**Ferry Service.** Collaborate with Water Emergency Transportation Authority (WETA) to improve ferry service.

- **Mission Bay ferry landing.** Complete dredging, shoreside improvements, and be in service by 2024.
- **Small Vessel Ferry Service.** Evaluate service to existing terminals.
- **Ferry Service Planning.** Update plans and guide future water transportation investment.

**Jefferson Street.** Work with Public Works to complete the Jefferson Street Reconstruction Project by Summer 2021.

**Transportation Plan.** Prepare a Port-wide circulation and parking plan addressing all modes of travel and parking strategies by 2023.

**Open Space.** Improve Port open spaces to provide publicly desired amenities and activities.

**Open Space Management.** Define strategies for managing, maintaining, and activating Port open spaces by 2022.



- Crane Cove Park.** Improve services and amenities within the Park.
- Raise philanthropic funds to renovate historic crane cabs and construct the children’s playground by 2022.
  - Enter a public-private partnership to renovate and establish new uses at Building 49 and Kneass in 2021.
- Ferry Pier.** Develop a plan to improve the plaza east of the Ferry Building with the Ferry Building leaseholder in 2022.



# Engagement

*Goal: Engage constituents and public on Port functions and activities.*

**Public Awareness.** Strengthen understanding and support.

**Involve People.** Engage advisory groups, communities, and stakeholders.

- Inform and seek feedback through Port Commission meetings.
- Inform and collaborate with advisory groups at least six times annually.
- Inform and involve communities and constituents.
- Create and maintain a public calendar of community meetings and activities.
- Share community meeting results and feedback internally.
- Support communication between advisory groups and the Port Commission.
- Evaluate effectiveness of engagement methods and tools at each engagement or annually.
- Review attendance of advisory group members every two years.

**Communication Methods.** Utilize multiple channels to make activities known.

- Inform people through digital newsletters and the website monthly.
- Engage through social media weekly.

**Diverse Community Involvement.** Increase racial and age diversity on advisory groups and constituent meetings.

- Review advisory group membership every two years.
- Increase outreach and participation in underserved communities.
- Tailor engagement approach to reach diverse audiences.

**Agency Coordination.** Partner with City departments and government agencies to align communication, engagement, and activities.

- Collaborate with City Departments as needed.
- Inform and involve regional, state, and federal agencies as needed.

**Internal Collaboration.** Use all Port Divisions to improve the waterfront.

**Inform staff.** Distribute internal monthly newsletter.

**Diverse Perspectives.** Utilize team and senior staff meetings to draw in expertise.

**Workgroups.** Increase cross divisional collaboration through working groups e.g. Pier 45, Economic Recovery Initiative Council, and Hyde Street Harbor in 2021.



# Port of San Francisco 2021 - 2025 Strategic Plan

## Mayor, City & County of San Francisco

Honorable Mayor London Breed

## Port Commission

Kimberly Brandon, President  
Willie Adams, Vice President  
Steven Lee, Commissioner  
Gail Gilman, Commissioner

## Port Executive Staff

Executive Director  
Assistant Port Director  
Chief Harbor Engineer  
Deputy Director, Planning & Environment  
Deputy Director, Real Estate & Development  
Deputy Director, Maritime  
Deputy Director, Maintenance  
Acting Deputy Director, Finance & Administration  
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